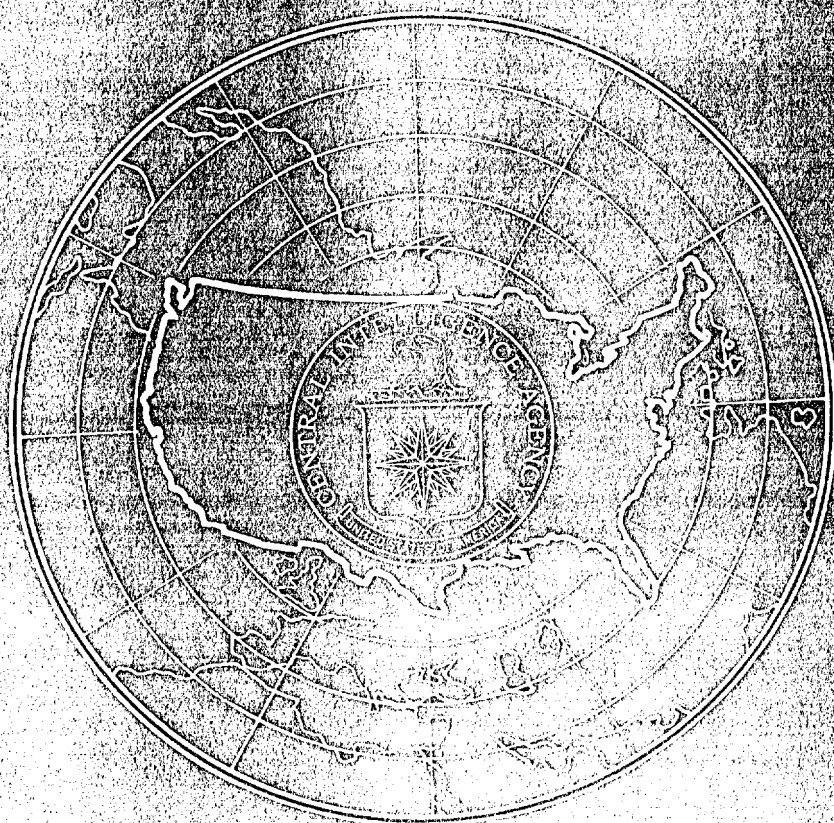


MIDCAREER COURSE NO. 23
Course Report

26 Jan. -11 Feb. 1970

Approved For Release 2000/04/18 : CIA-RDP80-00536A000200080001-5

MIDCAREER EXECUTIVE DEVELOPMENT COURSE



OFFICE OF TRAINING

SECRET

S E C R E T

MIDCAREER
EXECUTIVE DEVELOPMENT COURSE

NO. 23

PHASE II

THE AGENCY

AND

THE INTELLIGENCE COMMUNITY

Monday, 26 January through Friday, 6 February 1970

at the

25X1A



Monday, 9 February through Wednesday, 11 February 1970

at the Headquarters and Magazine Buildings

S E C R E T

S E C R E T

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 23

CHIEF : 25X1A
Room 611, Magazine Building
Ext: 2243 or 2826

ASSOCIATE : 25X1A
Room 611, Magazine Building
Ext: 2243 or 2826

TRAINING ASSISTANT: 25X1A
Room 611, Magazine Building
Ext: 2243 or 2826

S E C R E T

S E C R E T

FOREWORD

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25X1A

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S E C R E T

MONDAY, 26 January 1970

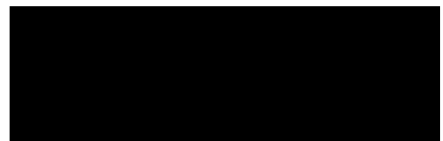
0900	Convene in CR-11	
0915-0930	Administrative Briefing	
0945-1050	"The Agency and the Intelligence Community"	<u>Hugh Cunningham</u> Director of Training
1100-1200	Question Period	
1215	Lunch	
1315-1430	Group Introductions	
1445-1530	"The Agency's Relationships with the Congress"	25X1A [REDACTED] Legislative Counsel
1530-1550	Question Period	
1600-1645	"The Agency's Legal Activities"	<u>Lawrence Houston</u> General Counsel
1645-1700	Question Period	
1700-1830	Free Period	
1830	Dinner	
1930-2130	Informal Discussion [REDACTED] 25X1A	25X1A [REDACTED] <u>Hugh Cunningham</u> <u>Lawrence Houston</u>

S E C R E T

TUESDAY, 27 January 1970

0800-0845 Critique Period (Phase I: Grid)

0900-0940 "The Clandestine Service"



25X1A

0950-1050 "Agent Operations"
(Arena B)



25X1A

CI Staff

1100-1145 Question Period

1200 Lunch

1300-1330 Reading Period (CR-11)

1330-1430 Individual Presentations (IP's)

1445-1530



Chief, European
Division

25X1A

1530-1545 Question Period

1600-1645 "The Management of an
Area Division"



Chief, Western
Hemisphere Division

25X1A

1645-1700 Question Period

1700-1830 Free Period

1830 Dinner

1930-2130 Informal Discussion



25X1A




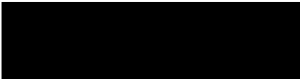



25X1A

S E C R E T

S E C R E T

WEDNESDAY, 28 January 1970

0800-0930	Individual Presentations	25X1A
0945-1030	"Target: Soviet Bloc"	 Soviet Bloc Division
1030-1050	Question Period	
	25X1A	25X1A
1100-1145		 Deputy Chief, Far East Division
1145-1200	Question Period	
1215	Convene at the Officers Club	
1230	Buffet Lunch at the Club	
1315-1445	Informal Discussion (At the Club)	25X1A 
1500-1600	Individual Presentations (CR-11)	
1600-1645	Reading Period	
1645-1830	Free Period	
1830	Dinner	
1930-2130	Informal Discussion with the Executive Director-Comptroller  25X1A	<u>Colonel L. K. White</u>

S E C R E T

S E C R E T

THURSDAY, 29 January 1970

0800-0930 Individual Presentations

0940-1025 "Special Operations"
(Arena B)

1025-1040 Question Period

1050-1150 "The Nature of Covert Activity"
(CR-11)

1150-1210 Question Period

25X1A 1215 Lunch

1315-1400

1400-1415 Question Period

1430-1530 "A Case History" (Part I)
(Arena B)

1540-1645 "A Case History" (Part II)

1645-1830 Free Period

1830 Dinner

1930-2130 Informal Discussion
with the

Assistant Deputy Director for Plans

25X1A

Instructor, Operations
School, Office of
Training

25X1A

S E C R E T

S E C R E T

FRIDAY, 30 January 1970

0800-0930	Individual Presentations	
0945-1030	"The Role of the Domestic Contact Service"	25X1A [REDACTED] Director, Domestic Contact Service
1030-1045	Question Period	STATSPEC
1100-1145	[REDACTED]	STATSPEC [REDACTED]
1145-1200	Question Period	
1215	Lunch	
1320-1350	Individual Presentation	
1400-1445	"Environmental Intelligence" (Arena B)	25X1A [REDACTED] Director, Basic and Geographic Intelligence
1445-1500	Question Period	
1530	Free Weekend	

S E C R E T

S E C R E T

MONDAY, 2 February 1970

0900	Convene in CR-11	
0915-1015	Individual Presentations	
1030-1120	"The Agency's Responsibility in Strategic Research"	<u>Bruce Clarke</u> Director of Strategic Research
1120-1145	Question Period	
1215	Buffet Lunch at the Officers Club	
1300-1500	Informal Discussion with the Deputy Director for Intelligence	<u>R. J. Smith</u>
1515-1600	Film: "The National Intelligence Estimates" (Theater)	
1610-1700	Reading Period	
1815	Dinner	
1900	Coffee in CR-11	
1910-2000	<u>First Seminar Period:</u> Group A - Meeting with <u>Drexel Godfrey</u> , Director (CR-11) of Current Intelligence Group B - Meeting with [REDACTED] Member of the Board (CR-13) of National Estimates	25X1A
2010-2100	<u>Second Seminar Period:</u> Group B - Meeting with <u>Drexel Godfrey</u> , Director (CR-11) of Current Intelligence Group A - Meeting with [REDACTED] Member of the Board of National Estimates	25X1A
2115-2200	Informal Meeting with <u>Messrs. Godfrey and [REDACTED]</u> at [REDACTED]	25X1A

25X1A

S E C R E T

SECRET

TUESDAY, 3 February 1970

0800-0930	Individual Presentations (CR-11)	
0945-1045	"The Role of Science and Technology in CIA" (Arena B)	25X1A [REDACTED] Executive Officer for Science and Technology
1045-1105	Question Period	
1115-1145	"The Agency's Research and Development Programs"	25X1A [REDACTED] Deputy Director of Research and Development
1145-1200	Question Period	
1215	Lunch	
1310-1340	"ELINT Activities"	25X1A [REDACTED] Director of ELINT
1340-1355	Question Period	
1410-1440	"Foreign Missile and Space Analysis"	25X1A [REDACTED] Deputy Director of Foreign Missile and Space Analysis Center (FMSAC)
1440-1455	Question Period	
1505-1535	"Scientific Intelligence"	<u>Donald Chamberlain</u> Director of Scientific Intelligence
1535-1550	Question Period	
1600-1630	"Computer Services"	25X1A [REDACTED] Acting Director of Computer Services
1630-1645	Question Period	
1645-1700	Closing Remarks	
1830	Dinner	
1930-2130	Informal Discussions [REDACTED]	

25X1A

25X1A


25X1A

Donald Chamberlain

SECRET

S E C R E T

WEDNESDAY, 4 February 1970

0800-0930	Individual Presentations (CR-11)	
0945-1040	"The Support Services"	<u>R. L. Bannerman</u> Deputy Director for Support
1040-1050	Question Period	
1100-1145	"Human Factors in Intelligence"	<u>John Tietjen</u> Director of Medical Services
1145-1200	Question Period	
1215	Lunch	
1315-1415	Individual Presentations	
1430-1515	"Logistical Support of Agency Activities" (Arena B)	<u>John Blake</u> Director of Logistics
1515-1530	Question Period	
1540-1630	"Personnel Problems" (Arena B)	<u>Robert Wattles</u> Director of Personnel
1630-1645	Question Period	
1645-1830	Free Period	
1830	Dinner	
1930-2130	Informal Discussion 	<u>R. L. Bannerman</u> <u>John Tietjen</u> <u>John Blake</u> <u>Robert Wattles</u>

25X1A

S E C R E T

S E C R E T

THURSDAY, 5 February 1970

0800-0930	Individual Presentations (CR-11)	
0945-1030	"Security Considerations in Accomplishing the Agency's Mission"	25X1A [REDACTED] Deputy Director of Security
1030-1045	Question Period	
1100-1145	"Financial Management"	Lester Bush Director of Finance
1145-1200	Question Period	
1215	Lunch	
1315-1345	Individual Presentation	
1400-1445	"The Nature and Scope of Training Support"	25X1A [REDACTED] Deputy Director of Training
1445-1500	Question Period	
1510-1600	"Developments in Technical Communications" (Arena B)	25X1A [REDACTED] Dep. Director of Communications
1610-1700	Demonstration of Equipment and Question Period	
1700-1830	Free Period	
1830	Dinner	
1930-2130	Informal Discussion [REDACTED]	25X1A [REDACTED] Lester Bush [REDACTED]
	25X1A	25X1A [REDACTED]

S E C R E T

S E C R E T

FRIDAY, 6 February 1970

0800-0930	Individual Presentations	
0945-1035	"The Role of the United States Intelligence Board (USIB)"	<u>Bruce Lowe</u> Deputy Executive Secretary of the USIB
1035-1050	Question Period	
1100-1200	Individual Presentations	
1215	Lunch	
1315-1415	Administrative Time	
1430-	ETD for Drivers and Passengers	

S E C R E T

S E C R E T

MONDAY, 9 February 1970
(Revised Schedule)

0800	Convene at Headquarters - Front of Auditorium	
0815	Depart by bus for [REDACTED]	25X1A
0900-1100	"Developments in Photographic Intelligence"	<u>Arthur Lundahl</u> Director, National Photographic Interpretation Center
1115	Depart by bus for return to Headquarters	
1145	Lunch	
1245	Convene in the USIB Conference Room (7E-26) Administrative Time: [REDACTED]	25X1A
1300-1400	"The Functions of the Central Reference Service"	25X1A [REDACTED] Deputy Director, Central Reference Service
1415-1515	"Planning and Programming in CIA: Depth and Scope"	<u>John Clarke</u> Director of Planning, Programming and Budgeting
1520-1545	Visit to the PPB Situation Room and Question Period	
1600-1645	"The Evaluation of National Intelligence Programs and the Agency's Relationship to the PFIAB"	25X1A [REDACTED] Assistant Deputy to the Director of Central Intelligence for National Intelligence Programs Evaluation
1645-1700	Question Period	

S E C R E T

TUESDAY, 10 February 1970

0845	Convene in the USIB Conference Room (7E-26) at Headquarters	
0900-1000	"Coordination of Policy Problems Facing the Overseas Ambassador and the Headquarters Bureau"	<u>Ambassador Parker Hart</u> Director, Middle East Institute, Washington, D. C. (Former Assistant Secretary of State for Near Eastern and South Asian Affairs)
1000-1030	Question Period	
1045-1135	"The Defense Intelligence Agency (DIA)"	25X1A [REDACTED] <u>USAF</u> , Acting Chief of Staff for Plans and Programs, Defense Intelligence Agency
1135-1200	Question Period	
1210	Lunch	
1310	Convene in front of Headquarters Auditorium	
1315	Bus Departs for the Pentagon	
1345-1500	Briefing on the National Military Command Systems (NMCS) and Tour of the National Military Command Center (NMCC)	<u>Colonel Armond DiSilvio</u> , <u>USA</u> , Chief, Operations Branch, NMCS Division, Office of the Joint Chiefs of Staff
1510	Bus Departs Pentagon for Headquarters	
1550	Convene in the USIB Conference Room	
1600-1645	"The Department of State--Bureau of Intelligence and Research (INR)"	<u>George Denney</u> Deputy Director, Bureau of Intelligence and Research, Department of State
1645-1700	Question Period	
	* * * * *	
1730-1930	Informal Cocktail Party in the Executive Dining Room with Members of the Management Advisory Group (MAG)	

S E C R E T

S E C R E T

WEDNESDAY, 11 February 1970

0730	Convene at Headquarters: Front of the Auditorium	
0745	Bus Departs for 25X1A [REDACTED]	
0830-1245	"Technical Services in Support of Operations"	25X1A [REDACTED] Chief, Technical Services Division
		25X1A [REDACTED] Chief, Operations, Technical Services Division
	Presentations -- Tours	25X1A [REDACTED] Chief, Development and Engineering, Technical Services Division
	and	
	Working Luncheon	25X1A [REDACTED] Executive Officer, Technical Services Division
1250	Bus Departs for the Rosslyn Area	
1330-1345	Administrative Time: Convene in Room 610, Magazine Building	
1345-1430	"The Imagery Analysis Service "	25X1A [REDACTED] Director, Imagery Analysis Service
1430-1445	Question Period	
1500-1545	"The National Security Agency (NSA)"	25X1A [REDACTED] Deputy Assistant Director for Production, National Security Agency
1555-1630	Question Period	
1640	Special Bus departs for Headquarters	

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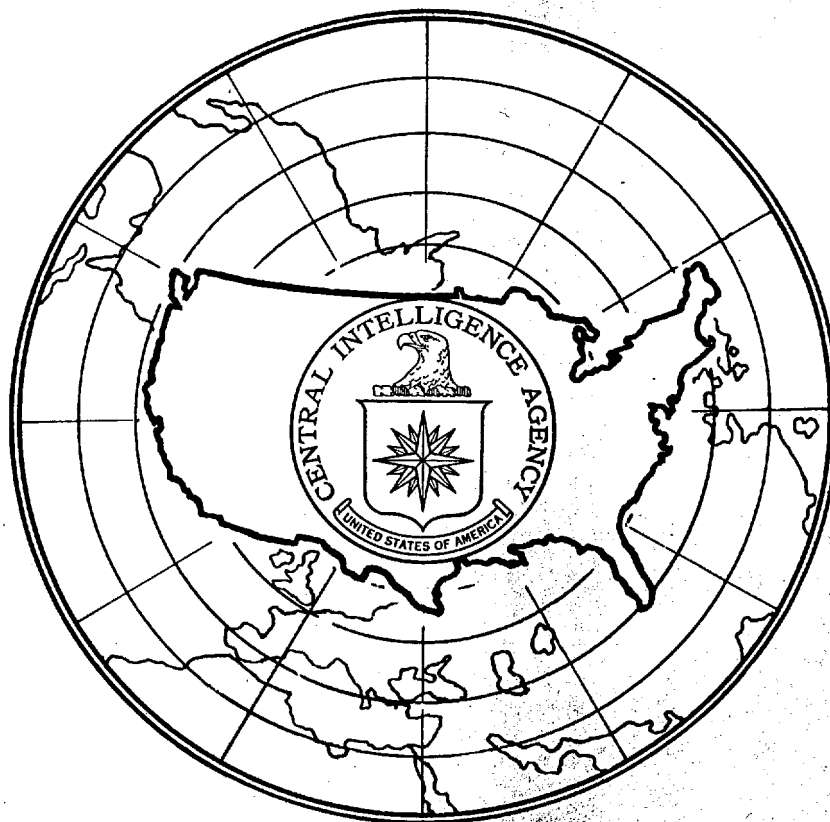
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MEDC #23 - Phase I

Approved For Release 2000/04/18 : CIA-RDP80-00536A000200080001-5

MIDCAREER EXECUTIVE DEVELOPMENT COURSE



OFFICE OF TRAINING

SECRET

Approved For Release 2000/04/18 : CIA-RDP80-00536A000200080001-5

S E C R E T

MIDCAREER
EXECUTIVE DEVELOPMENT COURSE

NO. 23
(OTR #3 - 70)

18 January - 2 March 1970

S E C R E T

S E C R E T

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 23

CHIEF	:	25X1A [REDACTED] Room 611, Magazine Building Ext: 2243 or 2826
ASSOCIATE	:	25X1A [REDACTED] Room 611, Magazine Building Ext: 2243 or 2826
TRAINING ASSISTANT:		25X1A [REDACTED] Room 611, Magazine Building Ext: 2243 or 2826

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25X1A

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S E C R E T

WEDNESDAY, 14 January 1970
(USIB Conference Room, 7E-26)

INTRODUCTION TO THE COURSE

1300 Registration

1315-1445 Introduction to the Course

25X1A
[REDACTED]

Chief, Midcareer
Executive Development
Course, SUS/OTR

25X1A
[REDACTED]

Midcareer Executive
Development Course,
SUS/OTR

1500 Welcoming Address

Colonel L. K. White

Executive Director-Comptroller

1530 Special Clearance Briefings

25X1A
[REDACTED]

Security Officer, OTR

S E C R E T

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 23

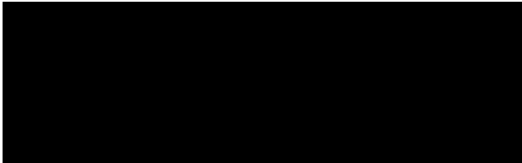
PHASE I

THE MANAGERIAL GRID

Sunday, 18 January 1970

through

Friday, 23 January 1969

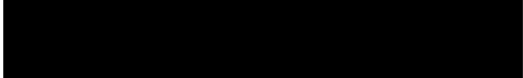

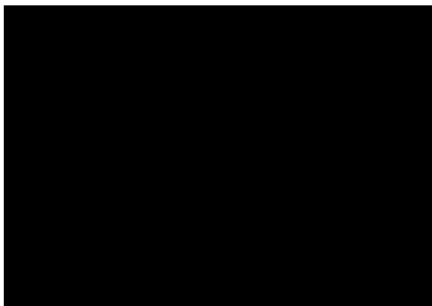




25X1A

S E C R E T

S E C R E T

SUNDAY, 18 January 1970

1530	Arrive			25X1A
1615	Convene in Conference Room (CR-11)			
	Welcoming Remarks			25X1A
	Security Briefing			
		25X1A		
1700	Reception			
1800	Dinner			
1900-1930	General Session: Introduction to Seminar, Introduction to Grid Concepts Activity (CR-11)		25X1A 	Management Training Faculty, SUS/OTR
1930-2130	Team Activity: Grid Concepts Test			
2130-2200	General Session: Scoring			

S E C R E T

MONDAY, 19 January 1970

0800-0815	Lecturette: Start-Pathway-Goal-Critique	
0815-1000	Team Activity: Critique	
1000-1030	Team Activity: Complete and Post Wall Charts	
1030-1200	Film and Lecture: The Managerial Grid	
1200	Lunch	
1300-1315	Introduction to [REDACTED] Activity	25X1A
1315-1630	Team Activity: [REDACTED]	
1630-1700	General Session: Scoring	
1700-	Dinner	
1900-1915	Introduction to [REDACTED] Critique	25X1A
1915-	Team Activity: Critique	

TUESDAY, 20 January 1970

25X1A	0800-0830	General Session: Newsprint exchange on [REDACTED] Critique
	0830-0845	Introduction to Team vs. Committee Action Activity
	0845-1230	Team Activity: Step 1: Developing team solution for Team vs. Committee Action
	1230	Lunch
	1330-1430	Team Activity: Step 2: Critique. Complete wall charts
	1430-1545	General Session: Step 3: Pair discussions of team reports
	1545-1630	General Session: Step 4: Summarize point allocations Lecturette: Managing Intergroup Conflict in Industry Introduction to Steps 5 & 6
	1630-1715	Pair Discussions: Step 5: Critique of pair member's Grid Styles
	1715	Dinner
	1915-	Team Activity: Step 6: Team Critique

WEDNESDAY, 21 January 1970

0800-0830	General Session: Newsprint exchange on Team vs. Committee Critique
0830-0845	Introduction to <u>12 Angry Men</u> activity
0845-1030	<u>12 Angry Men</u> film
1030-1115	Step 1: Individual judgments of managerial styles of <u>12 Angry Men</u> characters
1115-1200	Team Activity: Step 2: Judging managerial styles of <u>12 Angry Men</u> characters
1200	Lunch
1300-1445	Team Activity: Complete Step 2
1445-1515	General Session: Step 3: Individual and team scoring of <u>12 Angry Men</u> Introduction to Step 4
1515-1700	Team Activity: Step 4: Critique
1700	Dinner
1900-1915	General Session: Lecturette: Organization Culture Concepts Introduction to Ideal Organization Culture Activity
2015	Team Activity: Ideal Organization Culture

THURSDAY, 22 January 1970

0800-0830	General Session: Introduction to Personal Feedback
0830-1000	Team Activity
1015-1045	General Session: Exchange on Procedures and Progress
1045-1700	Team Activity
1700	Dinner
1900-1915	General Session: Feedback on Ideal Organization Culture (NP24)
1915	General Session: Individual Completion of Managerial Values

FRIDAY, 23 January 1970

0800-0815	General Session: Introduction to Analyzing Organization Culture
0815-1100	Team Activity: Analyzing Organization Culture Prepare Newsprint on 7 Barriers
1100-1130	General Session: Newsprint Exchange
1130-1200	General Session: Feedback on NP52 Feedback on NP36
1200-1215	General Session: Lecturette "Organization Development" Summation of Seminar
1215	Lunch
1300	Briefing for Phase II
1430	ETD for Drivers and Passengers

25X1A

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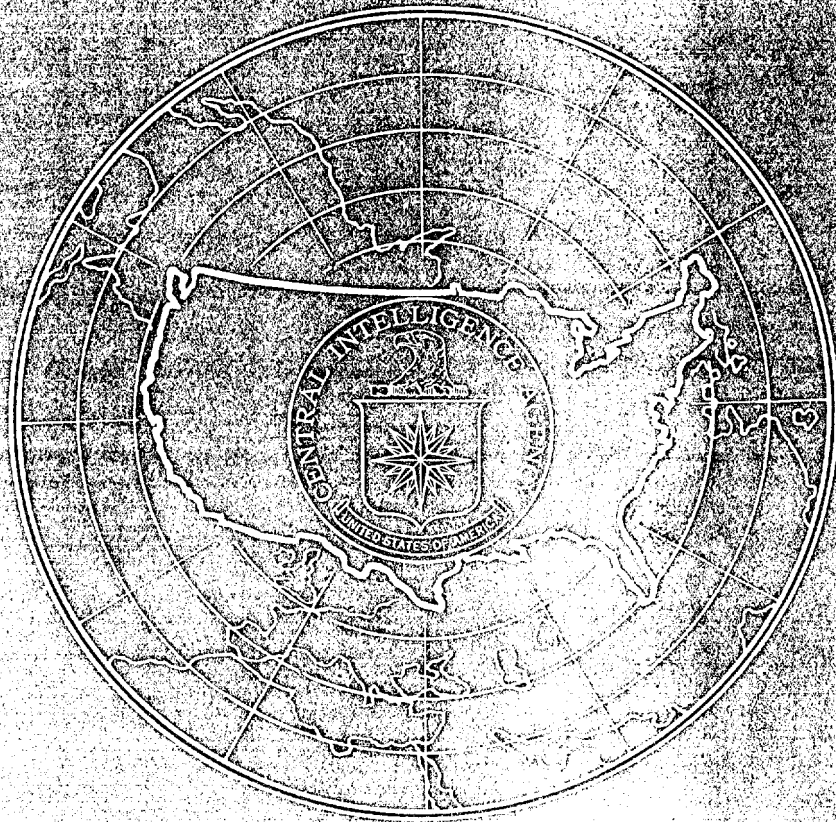
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MEDC #23 - Phase III
12 Feb. - 2 Mar. 1970

Approved For Release 2000/04/18 : CIA-RDP80-0053

MIDCAREER EXECUTIVE DEVELOPMENT COURSE



OFFICE OF TRAINING

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S E C R E T

MIDCAREER
EXECUTIVE DEVELOPMENT COURSE
NO. 23
(OTR No. 3-70)

PHASE III
THE UNITED STATES GOVERNMENT
AND
WORLD AFFAIRS

Thursday, 12 February - Friday, 13 February 1970
Room 610, Magazine Building

Monday, 16 February - Friday, 20 February 1970
Room 1A-07, Headquarters

Monday, 23 February - Friday, 27 February 1970, Field Trip

Monday, 2 March 1970 - A.M. - 1A-07 Headquarters
P.M. - USIB Conference Room

S E C R E T

S E C R E T

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 23

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S E C R E T

THURSDAY, 12 February 1970
(Room 610, Magazine Building)



0800	Special Bus leaves Headquarters--front of Auditorium--for Rosslyn	
0830-0900	Reading Period	
0900-1030	"The United States and World Affairs"	<u>Ernest Lefevre</u> Senior Fellow Brookings Institute Washington, D. C.
1040-1130	Question Period	
1145	Lunch	
1245-1345	"Young Professionals look at Agency Career"	<u>CT Panel</u> 
1400-1630	"Language and Communication"	<u>James Bostain</u> Scientific Linguist, Foreign Service Institute, Department of State
1640	Special Bus leaves Rosslyn for Headquarters	

25X1A

S E C R E T

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FRIDAY, 13 February 1970
(Room 610, Magazine Bldg.)

0800	Special Bus leaves Headquarters--front of Auditorium--for Rosslyn	25X1A 
0830-0900	Reading Period	
0900-1015	Presentation by the Management Advisory Group (MAG)	<u>Panel of MAG</u> <u>Members</u>
1030-1120	"Problems Facing the New States in Africa"	<u>Robert Baum</u> Deputy Director, Office of Research and Analysis for Africa, Department of State
1120-1200	Question Period	
1200	Lunch	
1300-1430	"Computer Orientation"	25X1A  Chief, Automatic Data Processing Branch, Records Integration Division
1445-1540	"Arms Control"	<u>Sidney Graybeal</u> Deputy Assistant Director, Science and Technology Bureau, U.S. Arms Control and and Disarmament Agency
1550-1615	Question Period	
1630	Bus Leaves for Headquarters	

S E C R E T

S E C R E T

MONDAY, 16 February 1970
(Room 1A-07, Headquarters)

0830-0900	Reading Period	
0900-1030	"The War on Poverty"	<u>Hyman Bookbinder</u> Director, Washington Office, American Jewish Committee (Former Assistant Director of the Anti- Poverty Program)
1040-1130	Question Period	
1145	Lunch	
1245-1345	CIA Operations Center Briefing and Tour (Group A) Reading and Critique Period (Group B)	25X1A [REDACTED] Chief, CIA Operations Center
1400-1445	"New Movements in Western Europe"	25X1A [REDACTED] Chief, European Division, Office of Current Intelligence
1445-1530	Question Period	
1530-1545	Critique Period (Phase II)	
1600-1700	"Development in the USSR"	<u>Zbigniew Brzezinski</u> Director, Research Institute of Communist Affairs, Columbia University
1700-1730	Question Period	

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TUESDAY, 17 February 1970
(Room 1A-07, Headquarters)

0830-0900	Reading Period	
0900-1040	"Communist China"	<u>Richard Walker</u> Director, Institute for International Studies, University of South Carolina
1050-1200	Question Period	
1215	Lunch	
1315-1415	CIA Operations Center Briefing and Tour (Group B) Reading and Critique Period (Group A)	25X1A [REDACTED] Chief, CIA Operations Center
1430-1520	"Current Developments and Problems of the United States Government in East Asia"	<u>Marshall Green</u> Assistant Secretary of State for East Asian and Pacific Affairs, Department of State
1520-1600	Question Period	
1610-1630	Reading Period	

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WEDNESDAY, 18 February 1970
Room 1A-07, Headquarters

0830-0900 Reading Period

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0900-1030 "Vietnam: Trends and
Developments"

[REDACTED]
Deputy Special
Assistant to the
Director for Vietnam
Affairs, Office of
the Director

1045-1200 "The President's Tools in
Foreign Policy Decision-
Making

Harold Saunders
Member, Senior Staff
The National Security
Council

1200 Lunch

1330-1430 CIA's S&T Activities

Carl Duckett

1445-1630 "The Middle East"

[REDACTED]
Chief, Middle East
Africa Area, OCI

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THURSDAY, 19 February 1970
(Room 1A-07, Headquarters)

0830-0900	Reading Period	
0900-1145	"Visit to the United States Congress"	<u>Peter Frelinghuysen</u> U.S. Representative
1200	Lunch	
1245-1315	Field Trip Briefing	25X1A [REDACTED]
1330-1500	"The Soviet Strategic Threat"	<u>Bruce Clarke</u> Director, Office of Strategic Research
1510-1600	Question Period	
1610-1630	Reading Period	

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FRIDAY, 20 February 1970
(Room 1A-07, Headquarters)

0830-0900	Reading Period	
0900-1130	"The Process of Change in Latin America and Its Relationship to U.S. Interests"	<u>George Lodge</u> Associate Professor, Harvard Graduate School of Business Administration, Cambridge, Mass.
1130-1145	Critique Period	
1200	Lunch	
1330-1530	"American Politics in the 1970's"	<u>Richard Scammon</u> Director, Elections Research Center and Vice-President, Governmental Affairs Institute, Washington, D. C.
1545-1620	"The United States and International Organizations"	<u>Elizabeth Brown</u> Member, Senior Seminar, Foreign Service Institute (Recently Director of UN Political Affairs), Department of State
1620-1645	Question Period	

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**** FIELD TRIP SCHEDULE FOR MEDC NO. 23**

MONDAY, 23 February 1970

1215	EST	Convene at Headquarters
1230	EST	Special Bus Leaves Headquarters for Andrews AFB
1330	EST	Leave Andrews AFB for Offutt AFB, Omaha
1700	CST	Arrive Offutt AFB, Omaha

TUESDAY, 24 February

0800-1600	CST	At SAC Headquarters, Omaha
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WEDNESDAY, 25 February

0830	CST	Leave Offutt AFB, Omaha
1200	CST	Arrive Ellington AFB, Houston
1300-1700	CST	At Manned Space Center

THURSDAY, 26 February

0800-1100	CST	At Manned Space Center
1215	CST	Leave Ellington AFB, Houston
1700	EST	Arrive Patrick AFB, Cape Kennedy

FRIDAY, 27 February

0800-1630	EST	At Cape Kennedy
1700	EST	Leave Patrick AFB, Cape Kennedy
2045	EST	Arrive Andrews AFB
2055	EST	Special Bus to Headquarters Building

**** The above Flight Schedule for MEDC No. 23 is tentative, but it will be confirmed during the week prior to the Field Trip flight.**

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MONDAY, 2 March 1970
(USIB Conference Room)

Final Day

0830-0950	<u>Administrative Time</u> Preparation of Field Trip Accountings Completion of all Course Critiques	
1000-1130	"Problems of the Media in a Time of Conflict"	<u>Marquis Childs</u> Syndicated Columnist and Contributing Editor for the Saint Louis Post Dispatch
1130	Class Luncheon in Executive Dining Room - Optional	
1345	Convene in USIB Conference Room (7E-26)	
1400-1530	<u>Final Speaker</u>	<u>Ambassador</u> <u>Charles E. Bohlen</u>
1600	<u>Closing Remarks</u> <u>Mr. Richard Helms</u> Director of Central Intelligence	

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Midcareer Executive Development Course (MEDC) No. 243

18 January - 2 March 1970

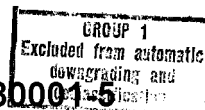
COURSE REPORT

I. General

The Twenty-Third Midcareer Executive Development Course (MEDC) was conducted from 18 January through 2 March 1970 for 33 students from the following components: 1 from the Office of the Director, 6 from the Intelligence Directorate, 3 from the Scientific and Technological Directorate, 15 from the Clandestine Service and 8 from the Support Services. An additional student from the Intelligence Directorate had to drop out after the first week of the course because of illness. For the second running in a row there were female students in the class -- 1 from the Support Directorate and 1 from the Clandestine Service. From all indications the 23rd Class was a highly committed and interested group. Student participation and interest in classroom and informal discussions and in all other activities were of a high order.

The great majority of Midcareerists had high praise for the course as a whole, its content, organization and administration. As usual in their evaluation of the different phases and component parts of the course, some of the students found certain parts less well presented and less interesting than others. Although there was little criticism of the content and balance of Phase II, a number of the students thought that some of the speakers dealing with the Agency and Intelligence Community suffered in comparison with the highly professional speakers in Phase III. The main shafts were directed especially at certain of the Clandestine Service (CS) speakers. Also, the speakers from other USIB agencies were not as effective as those in recent runnings, unfortunately.

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Several innovations were introduced during this running. As a means of breaking up the steady stream of formal presentations in Phase II and to encourage greater student involvement, we arranged for Keith Clark, Member of the Board of National Estimates, and Drexel Godfrey, Director of OCI, to conduct seminars rather than give their usual lectures. The students had to prepare for the sessions by reading required background material usually given in the lectures. Almost all concerned felt that the seminars were highly successful, and a third of the class urged expanding the use of seminars. For the first time in a number of years the class visited the National Military Command Center (NMCC) and were briefed on the functions of the Center and on the use of the "hot line" to Moscow. Panels representing the Management Advisory Group and the CT's were introduced to provide Midcareerists the opportunity to discuss major Agency problems from different points of view. The MAG session was more favorably received by the students than was the meeting with the CT's. New non-Government speakers appearing for the first time in Phase III were Ambassador Charles Bohlen, Marquis Childs, George Lodge and Zbigniew Brzezinski. Also for the first time, the Midcareerists visited the Rayburn Building, where Representative Peter Frelinghuysen (Rep.) from New Jersey spoke to the group in one of the Committee Rooms. The class was particularly impressed by this visit, and some members urged extending this kind of visit in the future. [REDACTED] joined the class in its session with Congressman Frelinghuysen.

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All the students (except one, who is assigned to OPPB) met with their respective Directorate Chiefs during the three weeks following the end of the Course.

II. Opening and Closing of the Course

The Executive Director-Comptroller officially opened the 23rd Midcareer Course on 14 January 1970. Among other things, he told the Midcareerists that this training is as good as any the Agency has to offer.

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The class was fortunate in having the Director spend a half hour with them in the Closing Session of the Course. Mr. Helms remarked that he wished he had been able to take the Course himself. He took special pains to point out that one of his major and continuing concerns is the matter of good management at all levels throughout the Agency. He stressed that each member of this group in their daily jobs must pay particular attention to problems of management. The Director also pointed out that he thought the Agency still has a little "fat" and could stand further trimming in size without reduction of efficiency.

III. Phase I (Managerial Grid)

The majority of the students commented that the Grid was a valuable and stimulating experience. Two, however, felt that it was of marginal value. There was considerable enthusiasm about the team approach toward problem solving, and appreciation was expressed for the opportunity to evaluate one's own managerial style and to observe the managerial and back-up styles of one's team mates.

IV. Phase II (Agency and Intelligence Community)

Reaction to Phase II and its component parts varied widely. There was general approval of Phase II and appreciation for the chance to hear top level Agency officials speak, and to engage them in informal discussion during the evening sessions. Most of the criticism was directed at individual guest speakers (several of the CS speakers in particular) who displayed insufficient candor. Some comments about the S&T segment not coming up to expectations probably were the result of Carl Duckett's inability to attend the S&T Day [REDACTED] However, he did meet with the Class when it returned to Headquarters and, as usual, he was very well received.

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The presentations on the opening day of Phase II by Messrs. Cunningham, [REDACTED] and Houston, which have become something of a MEDC tradition, and the stimulating evening

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discussion which ensued, were received with enthusiasm and interest by the students. Two other informal discussions which were especially well received were the ones headed by Messrs. Bannerman, Blake, Tietjen, and Wattles and by

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In Phase II, the outstanding speakers in the students' opinion were Colonel White and [REDACTED] Bruce Clarke, Blake, [REDACTED] Cunningham, Duckett, and R. Jack Smith. Ineffective presentations were given by Messrs. [REDACTED] as well as by the speakers from INR, NSA, and DIA.

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The class approved of all of the scheduled visits. Those to TSD facilities [REDACTED] to NPIC (where Mr. Lundahl spoke), to the Pentagon's NMCC and to the Agency's Operations Center were especially appreciated.

The majority of the members of the class thought that the individual presentations by the students were of considerable value. Only a handful of students either registered criticism or made any recommendations for changes in this part of the course. During this running we were able to complete all but one of the so-called "IP's" while [REDACTED]

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As in the past two runnings of the course the staff arranged an informal evening at Headquarters, this time a cocktail party in the Director's Dining Room. Members of the Management Advisory Group (MAG) were invited for the occasion, and the gathering was enjoyed and appreciated by all concerned.

At the request of the Senior Clandestine Service Training Officer, we scheduled the CS portion of Phase II ahead of the Intelligence Directorate, which in previous courses had been first in the order of Directorate presentations. We were also asked to schedule the DDP, or his assistant, as the final speaker in the CS segment rather than have him appear as the lead-off speaker as has been customary. The DDP,

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apparently encouraged by some CS Midcareerists in the previous course, seemed to feel that this reshuffling of the Phase II schedule would put the role of the CS in better perspective and would result in an added impact on the course. The students' critiques lead us to believe, however, that these changes did not have the intended effect. Actually, the basic past criticism of some of the CS speakers has not been that their presentations were in the wrong location in Phase II, but that their talks were not specific and candid. In addition, the presentation providing an introduction to the CS was not successful.

V. Phase III (United States Government and World Affairs)

Many of the students felt that Phase III was the most interesting and valuable part of the Course, and the staff believes that this was the best Phase III in their experience. Almost all of the presentations were of the highest quality, and only three speakers received adverse student comment.

Ernest LeFevre of Brookings Institution, appearing for the first time as the opening speaker of Phase III, gave a provocative and stimulating presentation. Also singled out by the students as particularly effective and impressive speakers in the final phase of the course were Messrs.

25X1A [REDACTED] and
Bruce Clarke. When one of our key speakers, former
25X1A Ambassador John Badeau, could not appear because of
illness, his place on the schedule was filled admirably and
skillfully by [REDACTED] of OCI who spoke about
the vital Middle East.

The high point of the course is usually reached with the field trip, and MEDC #23 was no exception according to the enthusiasm expressed by the students. The itinerary included Headquarters, Strategic Air Command, Offutt Air Force Base, Nebraska; the Manned Spacecraft Center of NASA at Houston, Texas; and the NASA Complex at Cape Kennedy, Florida. Superbly organized programs, --

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particularly at SAC and Cape Kennedy,-- plus excellent accommodations and flawless weather made this the best of the seven field trips the present staff has been privileged to make. The highly impressive briefings and tours at SAC and Cape Kennedy went like clockwork. The visit to the MSC at Houston was interesting, but it did not measure up to the high caliber of the tours at the other two installations.

VI. Future Changes

A. The favorable reaction to the experiment with seminars on OCI and ONE suggests that these seminars be repeated, and that this technique be tried with selected speakers in both the CS and Support Services;

B. We plan to give special attention to obtaining a scintillating speaker to introduce the CS segment and to eliminating, if possible, the ineffective speakers of MEDC #23;

C. Despite a mixed reaction to the MAG Panel and the CT Panel, we would like to try them again since they can provide a different viewpoint on various Agency problems;

D. We certainly will try to obtain better speakers from the USIB agencies. Furthermore, we plan to visit the NSA at Ft. Meade again rather than have one of their officers come to brief us at Headquarters.

VII. Attachments

Appended to this report are three attachments: Attachment A provides statistical information about the 23rd Midcareer Class; Attachment B gives the verbatim Overall Critique comments of the students; and Attachment C contains student comments from Phases I, II and III.

- 6 -

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ATTACHMENT B

OVERALL VERBATIM COMMENTS

Midcareer Executive Development Course (MEDC) No. 23

18 January - 2 March 1970

Thirty-one of the thirty-three students comprising Midcareer Executive Development Course (MEDC) No. 23 submitted Overall Comments regarding the six weeks of training on the final day of the program. These comments are printed verbatim below, grouped together by the major Agency components from which the Midcareerists came.

A. Office of the Director

"Adding up all three phases the Course rates a very good. With a few changes (all minor) in length of time spent on certain topics and guest speakers (commented on separately) the Course would be outstanding. "

B. Intelligence Directorate

"The Overall course plan appears to have been well conceived, but implementation was not as clear cut. That is, according to the syllabus, Phase II and III were intended to meet two different sets of goals. As the course unfolded, however, there was little differentiation between the two. Speakers in Phase II dealt with and were questioned upon issues that should have been held for Phase III. The [REDACTED] was a major contributing factor to the success of the course. This was true from several aspects - the opportunity for members to develop close rapport with each other, and an opportunity for lengthy discussions with visiting speakers. It is recognized that the Office of Training is not always free to choose speakers selectively. However, some means should be found to select out those individual speakers who are not effective communicators. It can be assumed that course after course of Midcareer Groups has rated certain speakers poorly but the poorly-rated speakers have been scheduled over and over again. The course planners should take a strong stand in trying to discourage speakers from extensive wire-diagram sessions. "

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"The ideal subject areas of the course are excellent ones - however, certain changes in the methods of presentation and student mix would hopefully help - organizational handouts and short descriptions of the organizational components sometime prior to the actual lecture would be helpful, and a more even student mix at the directorates would help balance the questions."

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"The course as a whole was very good. It was well planned and was carried out well by the faculty. The weakest portion of the course was the Phase II portion. The Agency speakers did not compare favorably with the instructors in Phase I or the professionals in Phase III. This may be due to the fact that some Directorates are getting tired of the routine since the course has been through 23 sessions. A little more participation by the students in seminars for Phase II would put new life into some presentations. Do not go too far in seminars, keep them down to 25% of Phase II. Phase I and II should be kept at [REDACTED] They would lose their entire meaning if held at Headquarters."

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"It was a very good course. The two instructors were devoted to their jobs and carried the course program off without a serious hitch. It would be hard to fault either their preparation or performance. The arrangement of the course, with three weeks at [REDACTED] two weeks at Headquarters, and the field trip, seemed ideal. I have no suggestions for changes. The weakest part of the course were the presentations by the CS speakers."

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"This course was extremely interesting and most informative to me. It allowed me the opportunity to see and hear many of the top people within the Agency and has given me personal contacts within the Agency through which to conduct company business in the future. These contacts (members of the class)

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bring a wealth of experience and knowledge to the course. The complete success of this course is only possible through the great leadership supplied by [REDACTED] whose time, patience and good humor never ended - and yet whose control of the group never was lost. An excellent six weeks. "

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"Colleagues who had taken the course earlier expressed high regard for its worth. These kudos were well deserved. My first comment is that the course was extremely well organized, quite a feat in view of the length of the course, the number of speakers and the number of students. Furthermore, it was obvious that much thought and imagination went into the organization and content of the course. One important value of the course was the opportunity to become well acquainted and talk candidly with colleagues from other parts of the Agency. I strongly suspect these encounters will pay meaningful dividends in the future. I obviously am very enthusiastic about the course. [REDACTED] [REDACTED] deserve special praise for a job well done. "

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C. Science and Technology Directorate

"The quality of the Phase III speakers was far greater than Phase II. Therefore it would be wise to reexamine the selection of Phase II speakers or format in order to improve the quality. The Management Grid was very good, more work in methods of improving management style would be of value. The course offered the chance to meet people in other parts of the Agency and this in itself is worth the time and cost. We should have short 2-3 day reviews of each class every couple of years in order to discuss the changes which occur in the Agency. "

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"I had been looking forward to this course for some time and was certainly not disappointed in any Phase. The Grid seemed to serve its purpose greatly by getting individuals to feel a 'strong group' attachment. The Agency presentations, though too long for some units, and not long enough for others, gave a good picture of the overall problems which exist, even some they would rather not reveal. Phase III was a very revealing picture of where we should be fitting into this 'academaniac' world. The speakers were very candid for the most part and were very informative. The field trip gave a first hand feel for the vastness of our defensive effort and our space program, and even though I had had a closer attachment to both, I feel that being able to see these things in person is invaluable. I am sorry more individuals in my Directorate are not afforded the opportunity, as in other Directorates, where in some cases there did not seem to be the appreciation for the overall picture which was presented."

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D. Support Directorate

"Overall, I found the course a rewarding and memorable experience. Of course, its full value and impact will be clear only in the months and years to come. However, from the limited perspective now available to me I can confidently say that these past six weeks have been most informative and successful in broadening my horizons and raising my sights. As with any training exposure of this length, there were briefings and exercises that I found of marginal value or even totally expendable. But these latter were the exceptions. Most of the presentations were very well done. I was honored to be in the course. With some deletions I think the course could be cut back to 5 weeks or 4 weeks (if the Grid week was deleted). I think these cut backs could be made without compromising the value of the course."

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"On the whole, I think the course was excellent. It met its objectives with respect to current developments and problems in the Agency, the intelligence community and the major issues facing the U.S. Government. I did not feel, however, that the objectives re understanding Management Practices were met. This fact did not, however, detract from the course. The course is good as it is and trying to give an understanding of Management Practices in addition to present course content would be too much. Rather, I suggest the title be changed to eliminate the term 'Executive Development'. [REDACTED] did an excellent job of tying the course together, breaking off the speakers on time, etc."

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"The Management Grid needs no comment. If it is used as an ice breaker then perhaps it has a place in MEDC. However, I personally feel that the course could be improved by making major changes in Phase II. As stated in previous critiques the Phase II speakers from one of the DD's were somewhat less than candid. From my point of view the DDP probably has some of the most interesting problems and could have provided a more cogent presentation. 'War stories' were most interesting and contributed a small glimpse of DDP's work. Phase II with a very few high spots was a bust. Phase III, however, dissipated the taste of Phase II by providing speakers who were typical, candid and addressed themselves to all questions. The speakers seemed to recognize the 'privacy' and 'four wall aspects' of the course. One item that would provide a more balanced picture would be to have a speaker from the anti-establishment, someone to tell us that we don't do a good job. The field trip was a high point of MEDC. Generally the course is worthwhile but perhaps could be shortened to 4 or 5 weeks."

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"The course has provided an excellent opportunity to understand and appreciate the inter-relationships of the various Agency elements, the Intelligence Community and other Governmental elements concerned with national security. Also the trip gave a valuable insight into the NASA effort and future direction of the U.S. space program."

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"Attendance at the Midcareer Course was a very interesting and rewarding experience for me. The course content is excellent and the three sections of the course were well planned and coordinated. The most valuable part of the course, in my opinion, was the three weeks at [REDACTED] where the functions, as well as the problems, of the four Directorates were discussed. This should increase the awareness and understanding of the problems of the Agency as a whole among the attendees. The course was well conducted by [REDACTED] [REDACTED] with an absolute minimum of confusion and delay. I strongly recommend that the course remain intact as is and continue into the future."

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"I believe this course is one of the most informative and beneficial courses I have attended since I joined the Agency. It accomplishes the purpose of briefing the employee on the overall capacity of the Agency to accomplish its mission as well as bringing the employee into contact with officials from other Government Agencies. It also serves to acquaint the employee with the academic community and to bring himself up to date on current events. I heartily recommend the continuance of the course in its present format and if possible to expand it to include more frequent runnings to permit attendance by more students. I believe the course administrators deserve much credit for their patience and excellent organization of the course material.. They also have shown flexibility in their selection of outside speakers."

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"Excellent. The guidance of [REDACTED] moved everything beautifully over the productive six weeks. Only overall criticism is that speakers did not speak on the matter as entitled in the schedule. The titles were provocative but some speakers apparently did not know the title assigned them."

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"This is an excellent course and well worth the time. About the only comment I can add is to suggest that more time be devoted to domestic issues including economics, social, political, and military (the list is addressed to our military establishment). It seems to me that this would provide a smooth transition from review of the 'intelligence community' to 'world affairs'. On the whole the individual subjects covered were well balanced and in their totality made a tremendous impression."

E. Plans Directorate

"Excellent. Compliments first to OTR and especially those who organized and administered the course. Personal appreciation to those speakers - particularly Agency officers - who gave of themselves sufficient to convey and share some of their dedication, commitment and pride in the service. The course is useful and should be continued."

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"All in all a very worthwhile look at Agency and Government operations. The requirements of security and cover within the DDP tend to cut one off from the world outside, so that the course provided a very useful corrective. Similarly, it gave some exposure to Agency operations above the day to day branch level with all the frustrations that sometimes exist there. I found it satisfying and useful to have it reconfirmed that the Agency does produce solid intelligence and that the White House needs and demands it. Finally, I would like to comment on the organization and management of the course itself. [REDACTED] handled it with an admirable and rare blend of informality and non-bureaucratic simplicity on the one hand, while maintaining a fast pace and seriousness of purpose on the other. The schedule of speakers and the trip planning were first class models of good organization. At the same time, they were always ready to consider changes and modifications, without a trace of the bureaucratic sensitivity to criticism one feels so often. All in all a very good job."

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"This has been the most outstanding course I have had in the Agency. It was enlightening, broadening and thought provoking. My only criticism is that this sort of course was not available earlier. I believe this course should be made mandatory for every middle-grade officer in the Agency."

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"This has been a delightful as well as a broadening experience. The insights gained, both by the associations with 'midcareer' personnel from other offices and from the outside speakers will be broadly beneficial. The [REDACTED] [REDACTED] should get a top rating by any standard."

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"Tremendously valuable in providing an up-to-date, expanded and comprehensive view of CIA as an organization and amplification of its importance to U.S. security. Presentation of problems faced by CIA by the people who are trying to solve them was enlightening and reassuring. Further reassurance was provided by the CIA 'leaders' who demonstrate and stress innovation and imagination in adapting CIA to the changing world situation. Contact with class members from all the directorates was highly valuable and renewed pride in the high calibre of personnel in CIA. The review of world problems was interesting and had particular significance since it occurred at the time that President Nixon presented his policy statement on U.S. foreign relations and state-of-the-world. The inclusion of lectures on current domestic problems was significant and should be expanded."

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"Overall, the course was excellent in content, purpose, and management. A tremendous organizational undertaking! Hats off to our leaders! The course was most useful in affording a real view into the other directorates and other Government organizations; also to meet and know other mid-Careerists. This should certainly help the Agency operations

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and performance in the future. One minor point: I would suggest that all meetings be held in Classroom 11 at [REDACTED] rather than using the arenas. It leaves greater sense of personal rapport between speaker and class."

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"In a word - 'outstanding'. The course was extremely well organized and the OTR representatives who conducted it could not have been better either personally or professionally - particularly [REDACTED]. The speakers and events were well chosen and very knowledgeable in their fields. Presentations in almost all cases were excellent and informative. It would have been more convenient in my case to spend the Grid week at Headquarters or [REDACTED] since some hardships ensued for my family with the three week absence at too great a distance to return home during the week."

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"Overall, very good. The 'Managerial Grid' and the three weeks at [REDACTED] were of particular interest and value to me. It gave me an insight into my own 'managerial' style which will serve me well in the future. The informal evening talks were also stimulating, reminding me of the old days in the Agency when the 'bull session' was an important part of our intra-agency communications. The review of the intelligence community enabled me to put our Agency and my contribution into better perspective. Too bad that I had not taken the course earlier. Our visits to other agencies were not particularly valuable to me. I found the Pentagon to be particularly useless. The trip to SAC, Houston and the launch-pads in Florida were fun, but in the interest of economy probably should be disbursed with. More lecturers from universities and other institutions engaged in political, social and economic research would have been of greater value to us as CIA officers and aware members of the Federal Government."

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"My substantive comments have already been provided in the separate phase critiques. I consider the course to be excellent in that it accomplishes its purpose of expanding one's knowledge of U.S. Government functions and consequently one's viewpoints and perspective. I was more impressed with Phases I and III, less with Phase II (the Agency part) which tended to drag a bit and suffered from some mediocre speakers who were evasive and/or antagonistic in the question/answer periods. (Incidentally, I noticed that the attitude of the speaker towards questions was directly related to his presentation - if the talk was poor, the question period usually followed suit. Conversely Mr. Bruce Clarke was a bright new penny in his talk and most adept in fielding questions, even when, in one instance, he could not answer directly for reasons of security.) I think Phase II could use some strengthening; otherwise the course is great as now constituted. I would hope that specific mention of the group's appreciation could be made to [REDACTED]

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[REDACTED] who both did yeoman jobs in escorting the class through the two facilities."

25X1A

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"An excellent course; well organized and executed. The problems which arose were few and minor. The field trips were especially interesting, particularly the tour of Cape Kennedy. The staff has done an exemplary job putting together a good combination of factors - combining [REDACTED] Washington, and the field trip, and the Grid, lectures, and tours, maintaining a good pace. I think the outside speakers, such as Lodge and Bookbinder, provide an excellent perspective."

25X1A

. . .

"The course was very stimulating, it afforded me the opportunity to become acquainted with the various organs of the Agency, and a view from the top. The program was well organized and run and credit should go to the Training Staff for their efforts. [REDACTED] did a fine job throughout the course and contributed largely to its success. The layout of the course was such that there were sufficient phases and breaks so that it maintained its pace and interest and did not drag or become dull. Improvements can be made

25X1A

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in this program but they will be mentioned in the individual critiques. Overall the length of the course was just right from my viewpoint. If possible the DDP portion could be strengthened (not the FE or SR portions though)".

. . .

"I enjoyed it very much. Looking back, I think a lot of the material on the Agency itself could be compressed while a bit more could be given on the relationship of the Agency with other parts of the U.S. Government. Most of all, I appreciated the opportunity to meet a cross-section of the Agency as represented by the other members of the course. This particular aspect was never mentioned explicitly but obviously is a good reason to give it in the course. [REDACTED] [REDACTED] deserve special thanks for their shepherding this crazy bunch both at [REDACTED] and on the field trip."

. . .

"I have had no other formal management training - thus I cannot compare the grid to other training techniques. However, I feel the grid or similar training should be a prerequisite for the course - but it should be more extensive and conducted in a separate sitting which leaves the Midcareer course itself as a separate seminar, unrelated to previously completed Agency management training. The grid was good as a familiarization exercise, but it doesn't amount to much unless carried through another stage or two. The course as a whole was extremely useful to me - both as in depth familiarization with the total U.S. Government effort and as specific entrance to the management aspects of the Agency, other agencies, and the military. I found the course well-organized and paced. As much as is possible in a continuing seminar situation, I found the various parts and segments of the course inter-related and integrated into a useful whole."

. . .

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25X1A

"Overall this is an unusually interesting and well-organized course. The Phase II at [REDACTED] affords a good contrast with Phase III at Headquarters; indeed, each phase and the field trip offer its own stimulation and unique environment for people to participate and relate to one another. By all means, keep that phasing and change of scene. The speakers are of really excellent quality - probably the DDP has the weakest selection compared generally to other Directorates and outside Agency speakers. However, even this factor does not impair the value or interest of material. I commend the ability of the course management to attract and deliver such fine speakers. Overall management is excellent and administratively things run very well. This fact contributes markedly to impression of superior course. Balance and selection of content is first rate - and the general frankness displayed within the Agency is surprising, and was highly valued by me. In general, this course offered a much broader and more candid exposure to Agency and general intelligence community (policy level) than I had expected. Except for minor adjustments noted in separate Phase critiques, I would not tamper with overall framework and conduct of course which was fully excellent."

. . .

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Summary of Student Comments on Phase I (Managerial Grid)

of MEDC No. 23

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Approved For Release 2000/04/18 : CIA-RDP80-00536A000200080001-5

Directorate _____

MIDCAREER COURSE NO. _____

Part I - Critique

Summary of Student Comments on Phase I of MEDC No. 23

Number I. In terms of the requirements of your job, how applicable is the
of content of the Managerial Grid Seminar? Circle one number)
Student
Responses: 8 --- 9 Fully applicable
5 --- 8 Almost fully applicable
9 --- 7 Quite applicable
4 --- 6 Somewhat applicable
2 --- 5 Partly applicable but partly irrelevant
4 Somewhat irrelevant
3 Quite irrelevant
2 Almost totally irrelevant
1 Totally irrelevant
TOTAL: 28 (1 student - out of 29 - did not complete his critique)

II. If you circled numbers 1, 2, or 3 above, please explain.

Not applicable

III. What do you consider to be the primary value(s) to you of the Managerial Grid Seminar?

Over 70% of participants mentioned the following:

- (a) Opportunity to study, discuss and learn characteristics of various managerial styles
- (b) Gaining insights into own managerial styles and managerial styles of team-members. Gaining appreciation of ones own impact on others.

IV. Please use the rest of this page (and the reverse side if necessary) to record any other comments you wish to make.

Two students mentioned that there was a strong suspicion among some of the class members that their superiors would be reviewing their work. There were no other unusual comments made.

S E C R E T
(When Filled In)

Directorate _____

MIDCAREER COURSE NO. _____

Part II Critique
(CIA and the Intelligence Community)

In order to enhance the usefulness of the Midcareer Executive Development Course, repeated evaluation is necessary. Students are requested to assist in this evaluation by commenting on the following:

- A. Individual Presentations
- B. Informal Discussions
- C. Lectures by Guest Speakers
- D. Special Events
- E. Visits

SUMMARY OF MIDCAREERIST COMMENTS ON PHASE II OF MEDC NO. 23

S E C R E T
(When Filled In)

S E C R E T
(When Filled In)

A. INDIVIDUAL PRESENTATIONS (IP's)

We are interested in your opinion of the usefulness of the Individual Presentations taken as a whole. Obviously, some talks were delivered in a more interesting fashion than others, but we ask that you not let this fact unduly influence your judgment. We are concerned specifically with the question of whether or not the information acquired from these presentations was sufficiently worthwhile to warrant continuing with them in future courses.

Number
of
Student
Responses
4 ---

A. Please circle the number preceding the cluster of statements that most closely approximates your opinion.

7. Of very high value; almost all of them were excellent supplements to the guest lectures; the time allotted is just about right; by all means, keep them in the course and resist the temptation to tinker with a good thing.

17 ---

6. Of considerable value; only a small number were less than satisfactorily informative, and all the rest provided a goodly amount of useful new knowledge; the time is well spent for the most part; keep them but devise ways to make them even better.

5 ---

5. Valuable; the majority were reasonably informative and only a few bordered on the useless; perhaps less time devoted to these talks would not detract from their value; there is no reason for discontinuing them, but they should be watched carefully for signs of deterioration.

0 ---

4. The value is difficult to assess; about half of the talks probably added to the general fund of knowledge but the rest probably did not; the time allotted would be O.K. if all talks were worthwhile; there appear to be no compelling arguments either for keeping them or for dropping them.

S E C R E T
(When Filled In)

S E C R E T

(When Filled In)

- 2 --- 3. Of somewhat limited value; the ones that did provide worthwhile information were outnumbered by those that did not; some reduction in the total time devoted to these presentations is clearly called for; efforts must be made to upgrade the talks sufficiently to warrant keeping them.
- 1 --- 2. Of marginal value; a few provided useful new information but the rest would never have been missed; as it stands, far too much time is spent on these talks; they probably should be discontinued unless major improvements can be made.
- 0 --- 1. Of virtually no value; in the aggregate they provided practically no additional worthwhile information; the time could be spent much more profitably in some other way; omit them from future courses.

B. Any comments you wish to add below will be welcome.

Significant and/or Unique Student Comments (Selected by the Staff)

"The individual presentations... tended to pinpoint the assorted skills required by an intelligence organization. "

"All students should be reminded of their time limitations and should prepare their remarks accordingly. Question periods should be a regular feature. "

"Recommend certain individuals be assigned (or requested) to discuss such things as the basic understanding of how things work--e.g., how a station is organized, what its functions and duties are, how intelligence is produced, how an agent is recruited and controlled, etc. "

"Recommend as legitimate subjects for these talks: (1) the solution of a specific problem within the speaker's office, or (2) the definition of a specific problem yet to be solved at the component level. "

"Lay off wiring diagrams. "

S E C R E T

(When Filled In)

S E C R E T
(When Filled In)

B. INFORMAL DISCUSSIONS

- A. Please list any of these sessions which you considered especially informative, useful, stimulating, etc.

25X1A

Number of
Student
Responses

12 -- Cunningham, [REDACTED], Houston

6 -- S&T Group

8 - [REDACTED]

14 -- Bannerman, Blake, Wattles,
Tietjen

25X1A

11 - [REDACTED]

9 - [REDACTED]

- B. Which (if any) of these discussions would you classify as being of marginal value but probably improvable to an extent which would justify retention? What specific improvements would you suggest? (Use reverse side of sheet if needed.)

25X1A

- C. Which (if any) of these sessions were so nearly unproductive and unpromising as to warrant being discontinued?

25X1A

6 -- [REDACTED]

- D. Any other comments or suggestions will be welcome.

Significant and/or Unique Student Comments (selected by the Staff)

"The imbalance of DDP participants biased the subjects discussed at the informal meetings considerably. Op RED, the DDP hump, and various DDP personnel policies were discussed ad nauseum from the point of view of a non-DDP-er."

25X1A

"...the continued informal discussions after 2130 hours at [REDACTED] permitted more participation. The 'individual discussions' themselves were fairly formal question-and-answer periods rather than discussion periods. When the groups were small enough, interchange took place to a greater degree."

S E C R E T

"I think the purpose of [REDACTED] Midcareer is to explore the problems, policies, failures, and successes of the Agency. It should be a forum to let one's hair down and explore and develop or at least plant the seeds for thoughtful development and solution to some of the problems that seem to exist."

S E C R E T
(When Filled In)

C. LECTURES BY GUEST SPEAKERS

- A. There probably were a few speakers whose subject you found particularly interesting and informative; whose presentation skills were of a very high order; who responded to questions with reasonable candor, and who developed an excellent rapport with the audience. Which speakers (if any) do you consider to be in this category or very close to it?

25X1A

Selected by at least 1/2 of the Students:

[REDACTED] Bruce Clarke

25X1A

In addition, the following were selected by at least 1/4 of the Students:

25X1A

Blake, [REDACTED] Cunningham, Duckett, R. J. Smith,
[REDACTED] Bannerman

- B. Please identify any lectures which you found so lacking in useful information as to warrant dropping them from the course. (Include in this category, and identify by underlining, any lecture delivered by a speaker who was fun to listen to but who didn't say much.)

25X1A

Selected by at least 1/3 of the Students:

[REDACTED] talk initiating the CS portion of the course

- C. Which speakers (if any) displayed such weak presentation skills as to detract substantially from what should have been an interesting and informative subject? If you cite any individuals in this category, please indicate, if you can, what might be done to improve the presentation. (Use reverse side of page if needed.)

25X1A

Selected by at least 1/4 of the Students:

[REDACTED]

S E C R E T
(When Filled In)

S E C R E T
(When Filled In)

D. Aside from what you have included in A, B, and C above, it will be assumed that in your opinion all other lectures by guest speakers were of an acceptable (or better) level of interest and usefulness. If this is not your opinion, please explain why as specifically as possible. (Use reverse side of page if needed.)

E. Any additional comments or suggestions you wish to make will be welcome. (Use reverse side of page if needed.)

Significant and/or Unique Student Comments (selected by the Staff):

"...have somebody like the DCI or DDCI reinforce the sensitivity of the operational business to the Agency instructors and senior Agency people lecturing on Agency business. The Agency speakers would then 'open up' more rather than speak in generalities."

"The DDP sessions were particularly dull and uninformative. The speakers 25X1A seemed actually resentful of some questions...In the session with [REDACTED] the class stopped asking questions, and the discussion was terminated prematurely when it became obviously unproductive. I suggest that the speakers show more patience with 'non-CS' people..."

"A serious problem was the number of speakers who relied excessively on wiring diagrams, thus sacrificing the conceptual aspects of the topic."

Weak speakers: "those that found it necessary to read their 'canned' speeches."

"Some attempt to break up the long series of lectures might be useful. One possibility would be to arrange seminar-type discussions with some of the speakers in place of lectures--with discussion to be centered on one or a few topics chosen by the students shortly before the seminars are scheduled."

"Too much time was devoted to guest speakers from the DDP, who in the aggregate covered pitifully little ground. The DDP speakers should either offer more detail about concepts and operations, or the time for that component should be shortened. Conversely, S E C R E T the time for the DDS&T speakers should be increased. One (When Filled In) day for this rich topic was clearly insufficient."

S E C R E T
(When Filled In)

D. SPECIAL EVENTS

Please write a brief statement giving your opinion of the value to the course of each such event, and your recommendation re retention or discontinuance, expansion or contraction, etc.

Seminar Experiment (Using Drexel Godfrey of OCI and [REDACTED] of ONE): 25X1A

Over 3/4 of the students approved the use--for the first time in the MEDC-- of Seminars on OCI and ONE. Almost 1/3 urged that the use of Seminars be expanded in future runnings of the course.

"The seminars...were very much worthwhile. Mr. Godfrey especially contributed substantially to the course."

"Seminars: very good; more of them; more individual class participation would tap the knowledge available in presenting a true picture of the various functions of the Agency."

"The seminar...might be an effective way to handle informal discussions with other groups"

25X1A

"Seminar periods with Mr. Godfrey and [REDACTED] were particularly good because the groups were small enough to permit more informality and greater individual participation."

Evening with the Executive Director-Comptroller:

25X1A Over 2/3 of the students gave high marks to Colonel White's evening with the Class at [REDACTED] praising his specific and candid answers to student questions.

"The Executive Director really told it like it is. High marks here."

"Colonel White, excellent, informative."

"Executive Director...comments of special interest as representing highest level management thoughts on where we are going and how."

"Especially informative, useful: Colonel White, not so much for what he did or did not say but because in his position so close to the DCI he is a reflection of the management. Interesting!"

S E C R E T
(When Filled In)

Meeting with Representatives of the Management Advisory Group (MAG):

Of those commenting on the MAG, a few more approved (9) than disapproved (5) of the class meeting, on two occasions, with the MAG representatives, while 9 did not commit themselves either way. However, about 1/2 of the students urged continuing this type of discussion with the MAG representatives.

"I thought the MAG Panel (was a) very useful part of the course. I think that perhaps a brief opening description of the MAG's purpose and composition would help, why it was appointed, what does it try to do, who is appointed and why, etc. "

"A fine exchange of thoughts and ideas. "

"The only real value I can see is that... each of us can now make an attempt to get on MAG, so that we can further our own careers. "

CT Panel

Of those commenting on the CT Panel, it was almost a draw between those favoring (7) the CT Panel and those who were not impressed (8). Nine students were not committed either way particularly. Three students urged continuing the CT Panel, and four suggested eliminating it.

"I thought the CT Panel (was a) very useful part of the course... The CT Panel should be forewarned to expect a semi-hostile reception and the class should be advised that while candor is encouraged, the group should try to keep the exchange on a professional, rather than, a personal plane. (I feel the CT's were given an unduly hard time on a personal basis... ")

(CT Panel was) "quite valuable because of the tremendous interest in CT's; probably could be improved by meeting in smaller groups in a less formal setting. "

"I don't think they (CT's) have any unique problem... Let's face it; at the rate these people are brought into the Agency every one cannot be Director. I did not go through the CT's (course) but still had many of their problems. "

S E C R E T
(When Filled In)

The Class made scheduled visits to:

NPIC (to hear Lundahl)

TSD Facilities

NMCC at the Pentagon

PPB's "Tank" Situation Room

CIA Operation Center

25X1A

E. VISITS

For each visit made, whether to a Headquarters location (such as the Operations Center) or to a special site (such as [REDACTED]) or to the premises of another organization (such as the Pentagon), please answer the following:

25X1A

1. Was the subject matter covered during the visit sufficiently interesting and significant to you? If not, please briefly explain the reason.

All scheduled visits were approved by at least 1/2 the students - with the highest praise being given to TSD, NPIC and the NMCC.

2. Was the time allotted to the visit as a whole --

Far too much?

A little too much?

About right? --- for the CIA Ops. Center and PPB "Tank"

A little short? --) for TSD and NPIC

Far too short?)

3. Could the visit as a whole have been improved significantly by shortening, lengthening, or omitting any part (or parts) thereof? Of so, please identify that part, make your recommendation, and explain briefly.

4. If there is anything in particular that you would recommend adding to this visit please describe briefly.

S E C R E T
(When Filled In)

S E C R E T
(When Filled In)

Directorate _____

MIDCAREER COURSE NO. _____

Part III Critique

U.S. Government and World Affairs

Students are requested to assist in the evaluation of the Midcareer Executive Development Course by commenting on the following:

- A. Lectures by Guest Speakers
- B. Special Events
- C. Field Trip

SUMMARY OF STUDENT COMMENTS ON PHASE III OF MEDC NO. 23

S E C R E T
(When Filled In)

S E C R E T
(When Filled In)

A. LECTURES BY GUEST SPEAKERS

- A. There probably were a few speakers whose subject you found particularly interesting and informative; whose presentation skills were of a very high order; who responded to questions with reasonable candor, and who developed an excellent rapport with the audience. Which speakers (if any) do you consider to be in this category or very close to it?

25X1A Selected by at least 1/2 of the students:

[REDACTED] and Bruce Clarke

25X1A Selected by 1/4 to 1/2 of the students:

[REDACTED]

- B. Please identify any lectures which you found so lacking in useful information as to warrant dropping them from the course. (Include in this category, and identify by underlining, any lecture delivered by a speaker who was fun to listen to but who didn't say much.)

25X1A Selected by 1/10 to 1/5 of the students:

[REDACTED]

25X1A Seven students named [REDACTED] as a very entertaining speaker but one with
25X1A little to say. [REDACTED] however, was mentioned more often than any other
speaker for Category A - 24 times)

- C. Which speakers (if any) displayed such weak presentation skills as to detract substantially from what should have been an interesting and informative subject? If you cite any individuals in this category, please indicate, if you can, what might be done to improve the presentation. (Use reverse side of page if needed.)

25X1A About 1/4 of the students named [REDACTED] in this category; 1/5 of the
25X1A students named [REDACTED] and about 1/10 of the students
25X1A selected [REDACTED]

S E C R E T
(When Filled In)

S E C R E T
(When Filled In)

- D. Aside from what you have included in A, B, and C above, it will be assumed that in your opinion all other lectures by guest speakers were of an acceptable (or better) level of interest and usefulness. If this is not your opinion, please explain why as specifically as possible. (Use reverse side of page if needed.)

No significant comments were submitted.

- E. Any additional comments or suggestions you wish to make will be welcome. (Use reverse side of page if needed.)

Significant and/or Unique Student Comments (Selected by the Staff):

"Include some hostile speakers from the U.S. Press and Politics. Attempt to get some foreign speakers. (Example: UAR, France, Israel)."

"Views of speakers in this phase tend to be too establishment. I suggest (futilely, no doubt) a broader range of social and political opinion."

"Suggest U.S. Mayor in panel with Bookbinder, e.g. Daley of Chicago."

"A general briefing on the overall organization of the U.S. Government for defense with emphasis on the relationship and inter-relationship of the various organizations and visits included in the Course."

"The attempt to have speakers in such fields as poverty and politics is a very good idea and should be continued and possibly expanded. I would like to suggest a speaker from the Agency in the field of Cybernetics, namely [REDACTED] who could make a meaningful contribution to our understanding of an important scientific discipline and who also is a good speaker."

25X1A

S E C R E T
(When Filled In)

S E C R E T
(When Filled In)

B. SPECIAL EVENTS

Please write a brief statement giving your opinion of the value to the course of each such event, and your recommendation re retention or discontinuance, expansion or contraction, etc.

The briefing by Rep. Frelinghuysen in the Rayburn Building received very favorable mention by 50% of the students. One third of the class recommended that this event should be continued, and 5 students felt that the visit should be extended.

S E C R E T
(When Filled In)

S E C R E T
(When Filled In)

C. FIELD TRIPS

Please comment on the value and impact of the trip as a whole; the strong and weak points at each location visited; and suggestions for improving this particular trip in the future.

Student comments on the field trip as a whole were as follows:

- 11 -- submitted highly laudatory remarks ranging from "the high point of the course" to "excellent. "
- 8 -- registered more than simple approbation and their comments ranged from "an important part of the course" to "useful and interesting. "
- 12 -- students made no comments on the overall value of the trip. (they made very favorable comments, however, on visits to individual installations)

The visits to NASA, Cape Kennedy and to SAC Headquarters received almost unanimous high praise of the class. There was considerable criticism of the visit to MSC at Houston, however. Many of the students felt that the MSC tour was too hurried and not as well organized as the other visits. They also felt that the presentations were either of marginal interest or too technical and that the briefings were conducted by the 2nd team.

S E C R E T
(When Filled In)